



# **HOMELAND SECURITY ENTERPRISE ARCHITECTURE TRANSITION STRATEGY**

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**September 15, 2003**





## ► **The Transition Strategy Is:**

- The First Step In Developing A Detailed Transition Plan
- A Strategy To Implement And Realize The Mission Benefits From Implementing The HLS Target Architecture
- A Vehicle For Sharing Information With State, Local, And Federal Agencies

## ► **Transition Strategy Developed By:**

- Assessing And Evaluating The Current State of Information Technology
- Understanding HLS Target Architecture Requirements
- Developing Conceptual Projects To Drive To The Target

## ► **Transition Strategy Approach:**

- Is Principle Based, Developed According To A Structured Approach
- Addresses Key Challenges
- Is Benefit Focused

## ► **Transition Strategy Consists Of:**

- Key Conceptual Projects
- Potential Sequencing Of Key Conceptual Projects
- Potential Benefits And Milestones Timeline



# Transition Strategy – Executive Summary

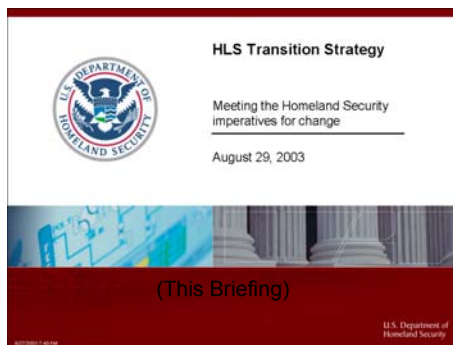
Challenge	Objective To Meet Challenge	Strategy To Meet Objective	Key Conceptual Projects	Near-term Benefits
Infrastructure inherited from legacy agencies does not interoperate effectively and is redundant	Unify infrastructure	Implement phased infrastructure upgrades, beginning immediately, focus on industry standards for inter-operability	<ul style="list-style-type: none"> <li>▶ “Onedhs” infrastructure consolidation</li> <li>▶ Information sharing technology</li> </ul>	<ul style="list-style-type: none"> <li>▶ Centralized infrastructure services “one DHS”), &lt; one year</li> <li>▶ Enterprise application integration, &lt;one year</li> </ul>
HLS created to prevent terrorist attacks, but information sharing to support this lags	Address immediate/ critical mission needs	Implement quick hit improvements, focus on initially on sharing data across existing IT applications, and external HLS organizations	<ul style="list-style-type: none"> <li>▶ Quick hit - watch list</li> <li>▶ Quick hit - state, local, industry needs survey</li> </ul>	<ul style="list-style-type: none"> <li>▶ Share watch information, six months</li> <li>▶ Private and public information needs, 6months</li> </ul>
Congress has legislated that specific capabilities be implemented by specific dates (I.E., U.S. Visit capabilities)	Address legislated project dates (mandates)	Integrate existing systems to meet near-term legislated project commitments	<ul style="list-style-type: none"> <li>▶ Threat identification and management</li> <li>▶ Port of entry/exit management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Standard case management, &lt;one year</li> <li>▶ Tracking and targeting at POE, &lt;one year</li> </ul>
Consolidation of multiple redundant corporate systems (E.G., Finance, HR) inherited from legacy agencies	Rationalize/ optimize corporate solutions	Identify best opportunities, move to implement consolidated HLS corporate solutions	<ul style="list-style-type: none"> <li>▶ Finance management</li> <li>▶ Human resources management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Standard financial accounts, &lt;one year</li> <li>▶ Standardized payroll, six months</li> </ul>
DHS IT inherited from legacy agencies not architected with the new department’s mission and required capabilities in mind	Provide new/ improved mission capabilities	Enable improvement in business processes; enable target architecture capabilities	<ul style="list-style-type: none"> <li>▶ Threat identification and management</li> <li>▶ Immigration benefits and revenue management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Unified intelligence, &lt; one year</li> <li>▶ Standard visa and credentials, &lt;one year</li> </ul>

# Transition Strategy – Executive Summary



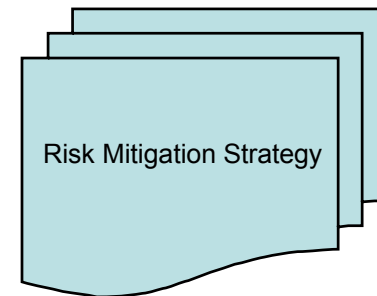
## ► Transition Strategy

- Purpose
- Context
- Approach
- Key Conceptual Projects
- Proposed Sequence
- Next Steps
- Support for Information Sharing
- Detailed Example



## ► Supplemental Materials

- DHS Risk Mitigation Strategy
- DHS EA Governance Strategy
- Complete Listing of Conceptual Projects
- Full Potential Sequence Chart
- Conceptual Project Alignments
- Quick Hits
- GAO Information Sharing Requirements Addressed



Supplied Separately



# **The Transition Strategy**



## **Transition Strategy - Purpose**



- ▶ **Establish The Framework Necessary To Create A Detailed Transition Plan**
- ▶ **Develop A Strategy That Supports Mission Needs By Driving Toward The Target Architecture**
  - Fielding Required Capabilities In A Sequence That Addresses HLS Priorities, Commitments, And Legislatively Required Projects
- ▶ **Guide Challenging Modernization Investment Decisions**
- ▶ **Provide A Vehicle That Integrates State, Local, And Federal Organizations Into The HLS Architecture**
- ▶ **Provide Business Owners With Insight Into Business-Specific Projects That Will Be Necessary To Enable Information Technology Projects**







- ▶ **Transition Strategy Leverages:**
  - Current State (As-is) Capabilities
  - Target Architecture Requirements
  - Mission And Business Needs
- ▶ **Transition Strategy Defines Conceptual Projects**
- ▶ **The Transition Strategy Is Supported By:**
  - A Governance And Change Management Process
  - A DHS EA Program Office That Utilizes A Risk Mitigation Strategy
- ▶ **The Transition Strategy Is Based On Assumptions:**
  - Funding And Organizational Decisions Will Be Made By Specific DHS Business Owners
  - Organizations May Own A Conceptual Project But Will Share Capabilities Across HLS



## Transition Strategy – Approach Principles



- ▶ **Conceptual Projects Will Leverage Existing (Legacy) Information Technology Assets To The Maximum Extent Practicable**
- ▶ **Business Owners Will Own And Manage The Business Process Improvement And Change Management Sub-projects Required Prior To Technology Deployments**
- ▶ **Conceptual Projects Will Be Implemented In A Manner That Proactively Maintains Continuity Of Business Operations**
- ▶ **Conceptual Projects Will Provide Capabilities In The Most Efficient Manner Consistent With The Target Architecture And Business Case Analysis Results**
- ▶ **Proactive Acquisition Plans, Funding Strategies, And Program Management/Leadership Will Be Implemented To Ensure That The Resources Will Be Available To Perform The Transition Projects.**

*Note: These Principles Are Supplemental To The Principles Established For The Enterprise Architecture*





# Transition Strategy – Approach

## Step 1: Evaluate Existing Capabilities

300s	Target (to-be)	Infrastructure	As-Is
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**Analysis**

## Step 2: Develop Priorities

SMEs	Acts, Laws, Strategies	Policy	Exec orders
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**Business  
Priorities**

## Step 3: Form Conceptual Projects

Data	Applications/ Components	Technology
Target Architecture		

**Conceptual  
Projects**

**Quick hits**

Quick hits are definable projects with a limited scope that are of a high importance and can be started within a six month time-frame

## Step 4: Sequence and Benefits

Baseline vs. Target	Technology	Process	People
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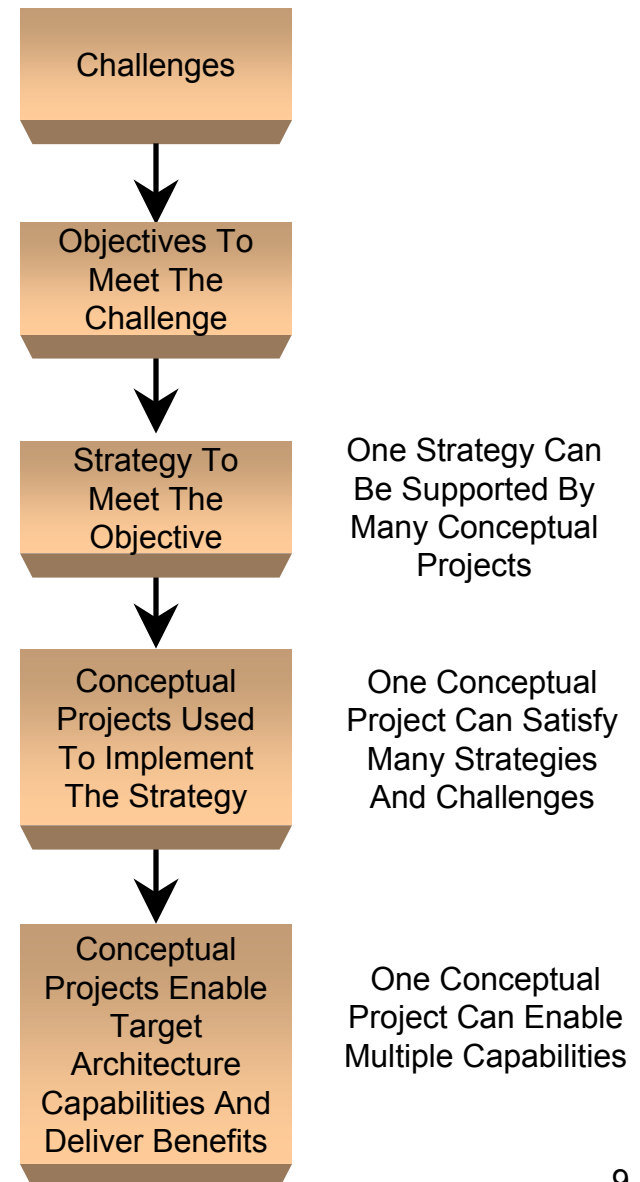
**Sequenced  
Capabilities**

## Transition Strategy

- Establishes the framework necessary to create a detailed transition plan
- Migrates HLS from current state (As-Is) to future state (To-Be)
- Sequences the enablement of capabilities over time based on HLS priorities and mandates

## Transition Strategy – Approach

- ▶ **HLS Challenges Are Met Through Strategies That Address Specific Objectives**
- ▶ **Strategies And Objectives Are Realized Through Conceptual Projects**
- ▶ **Conceptual Projects Enable Target Architecture Capabilities. Capabilities May Require Organizational, Process, And Technology Improvements**
- ▶ **Resulting Capabilities Deliver Business And Mission Benefits**





## ► Conceptual Project Framework

- A Conceptual Project Is A Collection Of Sub-projects That Enable A Desired Target Architecture Requirement
- Conceptual Projects Are Composed Of Several Types Of Sub-projects
  - Modeling: Sub-projects That Focus On Improving Business Processes
  - Change Management: Sub-projects That Focus On People And Organizations
  - Enterprise Technology Solutions: Sub-projects That Focus On Technology (Enable Target Architecture Components And Applications)
- Conceptual Projects Can Be Enabled Over Several Phases And Time Parameters
  - Rationalize (6 Months): Focus Is On Immediate Needs, And Analysis Of Current State (Gap Analysis)
  - Stabilize (1-2 Years): Focus Is On Improving Capabilities, And Driving To Target Capabilities
  - Optimize (2+years): Focus Is On Enabling New Target Capabilities
- Some Conceptual Projects Are Key To Delivering Overall Capabilities To HLS
  - Address Multiple Legislative Project Dates
  - Enable Core Capabilities Used By Multiple Projects
  - Support Multiple Priorities
- Conceptual Projects
  - Support The Objectives Of The Transition Strategy
  - Enable DHS To Meet Challenges
  - Sub-project Relationships To Objectives Are Highlighted Throughout The Sequence By Color Coding
  - Time Frames For Conceptual Projects May Begin From The Execution Of The Transition Strategy
  - Specific Project Plans, Work Breakdown Structures, And Milestones Are Required To Determine The Actual Capabilities Enabled Within A Time Frame

### Project Types (Sequencing Key)



# Transition Strategy – Key Conceptual Projects



Time Frame	Selected Key Conceptual Projects	Benefits	Description
<b>Six Months</b>	<b>Infrastructure Consolidation</b>	Consolidate management of infrastructure operations	Provides the capability to integrate the management, operation, and provisioning of DHS networks. Begins the development of the unified DHS network: “One DHS”
	<b>Threat Identification and Management</b>	Evaluation and analysis of people, parties, and orgs	Provides the capability to organize and maintains information on people and organizations and their relationships relative to targets and areas of interest
	<b>Quick Hit - Watch List</b>	Share information on watch lists	Provides the capability to share watch list information via information-sharing technologies
	<b>Quick Hit – E-grant Integration</b>	One central point for managing grants	Provides the capability (through an existing infrastructure) to ensure DHS grants are distributed and monitored consistently (includes Disaster Recovery and S&T Grants)
	<b>Human Resource Management</b>	Standardized payroll	Provides the capability to establish and unify DHS payroll processes and systems (leverages e-payroll integration)



# Transition Strategy – Key Conceptual Projects



Time Frame	Selected Key Conceptual Projects	Benefits	Description
One Year	Information Sharing Infrastructure	Legacy integration	This capability establishes technologies to integrate business processes, legacy applications, target applications, and target components.
	Infrastructure Consolidation	Integrated communications	This capability establishes a device independent architecture within DHS. This capability continues the development of the unified DHS network "One DHS."
	Infrastructure Consolidation	Improved infrastructure effectiveness	This capability builds upon the integrated communications, and network integration to provide a real-time ability to manage and control one DHS network. Capability continues the "One DHS."
	Threat Identification and Management	Improved ability to identify and apply countermeasures	Provides the capability to recognize patterns in threat information, establish and track specific cases, identify and implement specific countermeasures, and share information across DHS.
	Port of Entry/Exit Management	Improved integration of goods & persons management	Provides the capability to better manage the physical ports (persons/goods entering and exiting). Provides the capability to have an integrated funds management (collection of fees) between immigration and customs.
	Immigration Benefits and Revenue Management	Accurate credentials	Provides the capability to utilize the latest in technologies and business process integration to establish accurate and efficient credentials.
	Trade Benefits and Revenue Management	Improved ability to manage trade	Provides the capability to utilize the latest in technologies and business process integration to establish accurate and efficient import and export application, documentation, and revenue collection.
	Financial Management	Improved business information required to manage DHS finances	Provides the capability to have an integrated view of DHS financial commitments, accounting results, and investments.

# Transition Strategy – Key Conceptual Projects

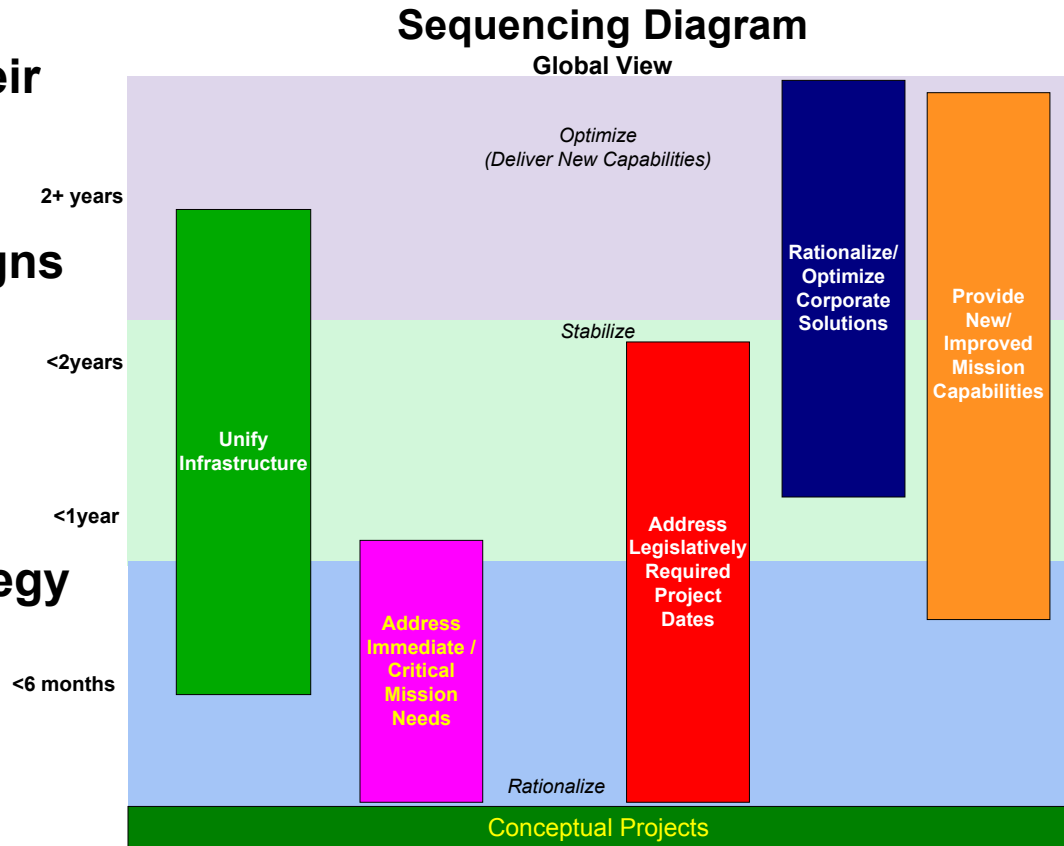


Time Frame	Selected Key Conceptual Projects	Benefits	Description
<b>Two years +</b>	Information Sharing Infrastructure	Improved ability to access records and legacy integration	This capability continues to improve upon the ability to integrate legacy applications and enables the capability to share specific records across DHS.
	Infrastructure Consolidation	Improved infrastructure effectiveness	Provides the capability to offer the “One DHS” network as a managed service.
	Infrastructure Consolidation	Improved Knowledge Management	Provides the capability to secure, track, and manage the intellectual property generated by DHS.
	Port of Entry/Exit Management	Improved ability to manage removals	Provides the capability to track, analyze, and report on individuals removed.
	Immigration Benefits and Revenue Management	Improves the ability to process immigration applications	Provides the capability to conduct an integrated background check through DHS and partner organizations. Establishes the capability to efficiently take applications and process them through DHS business processes.
	Immigration Benefits and Revenue Management	Improved ability to track stays	Provides the capability to analyze, process, and evaluate the stays of non-U.S. citizens. Provides an integrated workflow which leverages threat capabilities developed across the architecture.
	Human Resource Management	Improves the ability to Standardize employee information	Provides the capability to standardize the processes and technology used to manage employee benefits and information.
	Financial Management	Improved business information required to manage DHS finances	Provides the capability to have an integrated view of DHS financial commitments, accounting results, and investments.



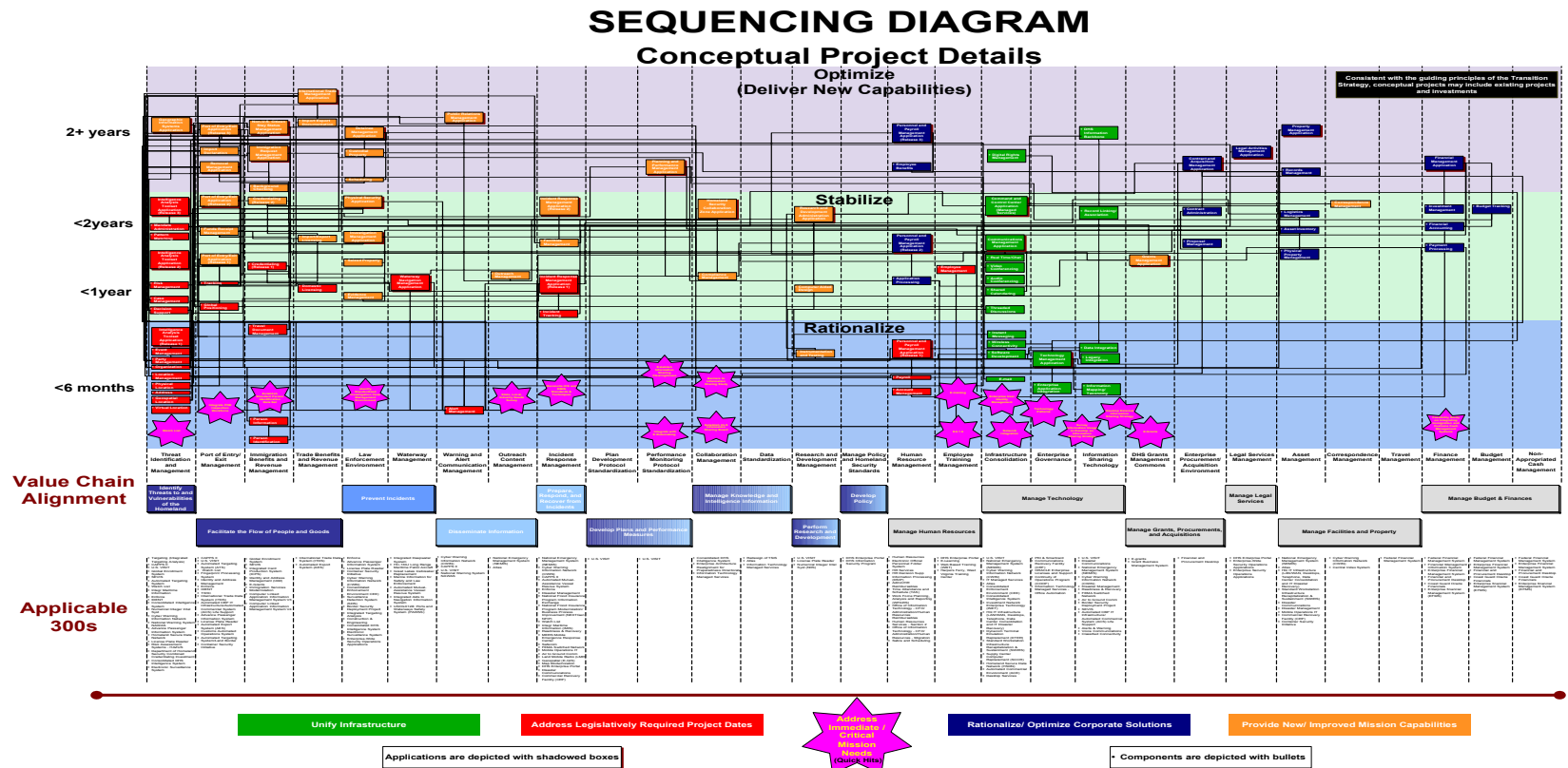
# Transition Strategy – Proposed Sequence

- ▶ **Conceptual Projects And Their Associated Capabilities Are Enabled Over Time**
- ▶ **Each Conceptual Project Aligns To Objectives**
- ▶ **Each Conceptual Project Is Sequenced Based On Its Alignment To Objectives**
- ▶ **The Detailed Sequence Strategy Displays All Sub-projects Required By The Conceptual Project**
- ▶ **Conceptual Projects Provide Target Capabilities And Include Other Non-technology Projects Focused On Business Process And Organizational Improvements**



*Chart Displays, at a High-level, the Sequence of the types of Conceptual Projects As Shown on the Detailed Sequence Diagram*

# Transition Strategy – Proposed Sequence

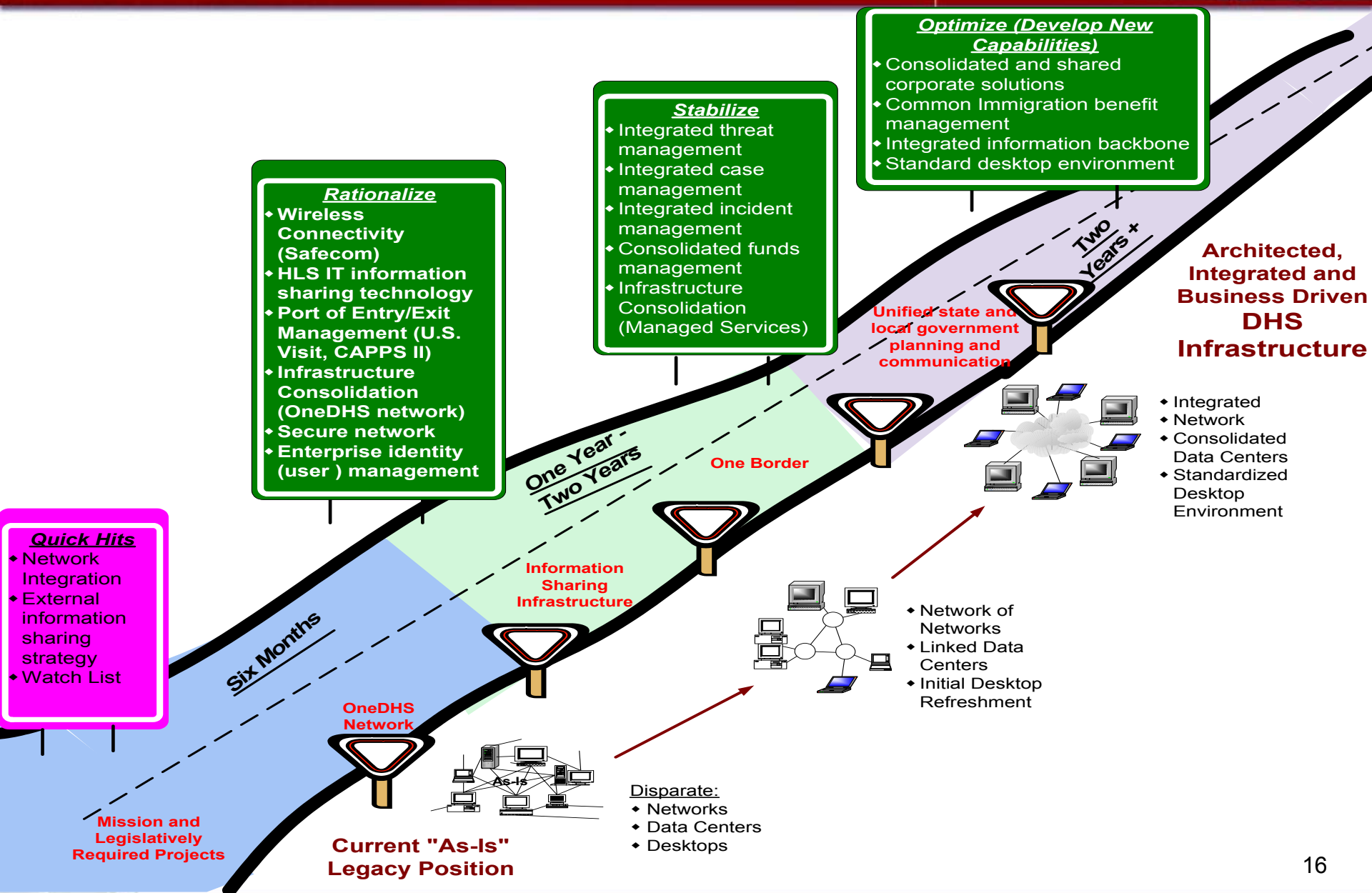


**Legend**

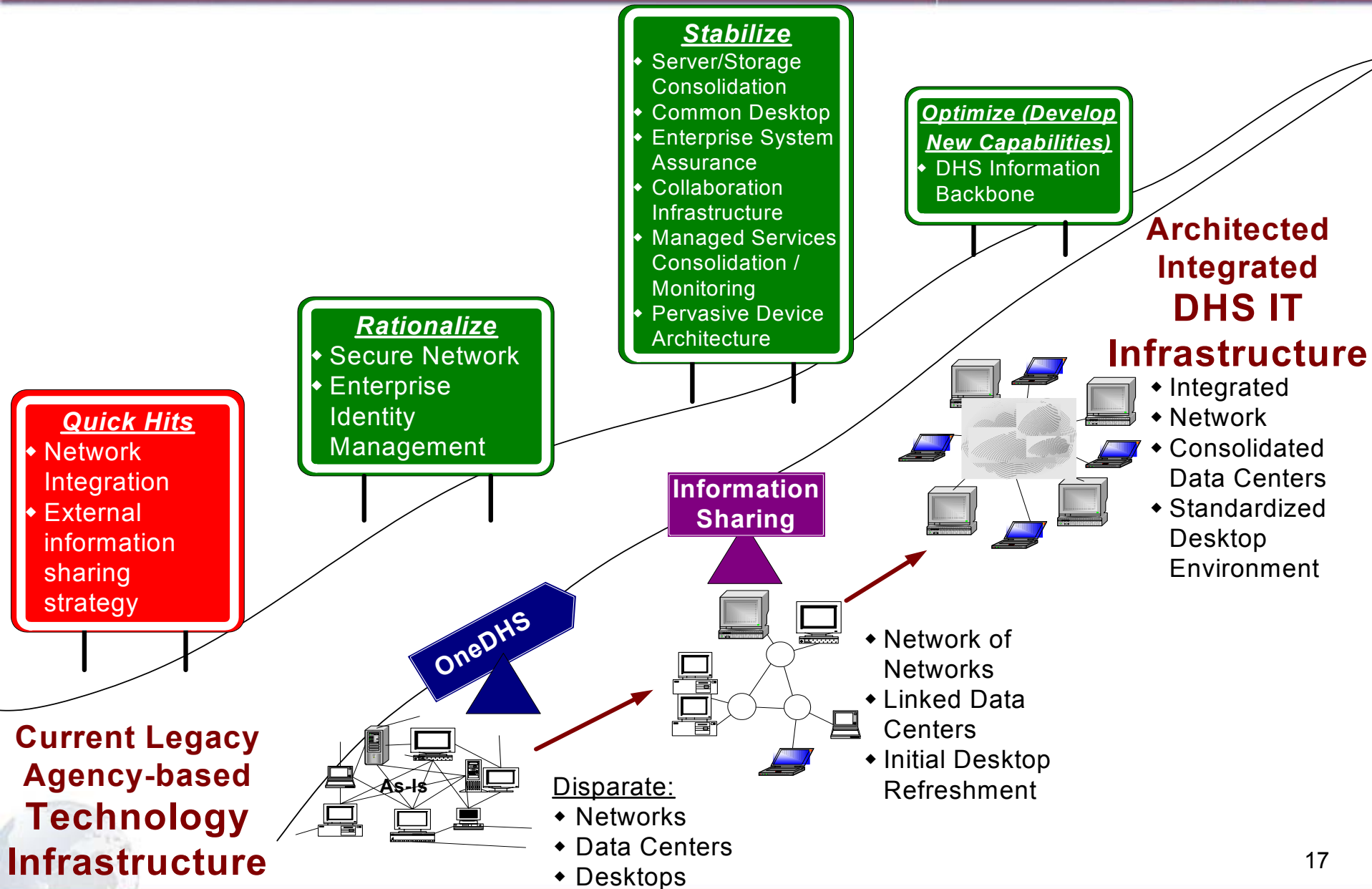
- ▶ Conceptual Projects Enable Specific Components And Applications (Positioned In Swim Lanes)
- ▶ The Phases Are On The Vertical Axis. The Color Of Each Project Visually Relates The Project Back To The Objective It Addresses

*Full Size sequence chart is included in supplemental materials*

# Transition Strategy - Enterprise Architecture Roadmap



# Transition Strategy – Technology Roadmap





- ▶ **Implement “Quick Hits”**
- ▶ **Communicate HLS Transition Strategy**
  - To State, Local, Tribal, And Other Federal Agencies
  - Within DHS, To All Directorates, Bureaus, And Elements
- ▶ **Develop The Transition Plan**
- ▶ **Align Exhibit 300s With Transition Plan**
- ▶ **Put Management Prerequisites For Transition In Place Consistent With The 300 Investment Management Process (Acquisition Plans, Funding Strategies, Program Management)**
- ▶ **Establish Enterprise Architecture Governance Process**





# Detailed Example



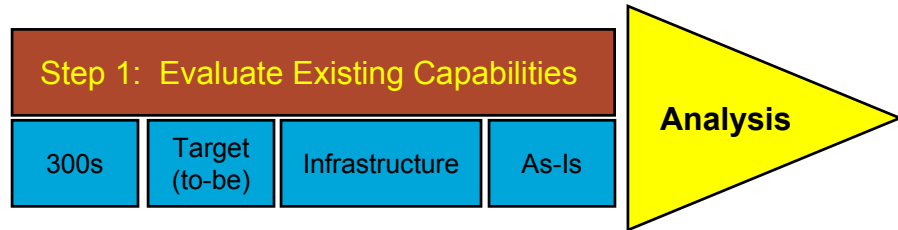




- ▶ **Evaluate Existing Capabilities**
- ▶ **Develop Priorities**
- ▶ **Form Conceptual Projects**
  - Relate Conceptual Projects To Priorities, Focus Areas, And Themes
  - Relate Conceptual Projects To Exhibit 300s
  - Relate Conceptual Projects To Issues Found In The As-is Analysis
- ▶ **Sequence Conceptual Projects**
  - Identify Conceptual Project's Specific Benefits



# Step 1: Evaluate



- ▶ **Issues Found In The As-is**
- ▶ **Legislated Projects (300s)**
- ▶ **Schedule For Current 300s And Current Project Dates**
- ▶ **Legacy Applications Supporting Target-Architecture Requirements**
- ▶ **Gap Between Current State (As-is) And Target-Architecture Requirements**



## Step 1: Evaluate



### ► **Sample Set Of Issues Found In The As-is Evaluation:**

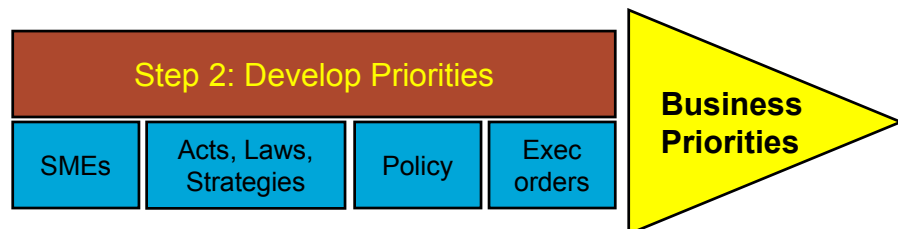
- Activities (Such As Securing The Border, Providing Intelligence Data, And Identifying Targets Of Interest) Are Conducted By Many Of The DHS Legacy Agencies
- A Clear And Consistent Method Of Sharing Information And Data Across DHS Does Not Exist
- The Ability To Prevent And Respond To Terrorist Events Is A Function Identified Within At Least 46 Legacy Agency Applications
- DHS Has In Excess Of 1000 Servers And 1000 Various Telecommunications Circuits Clustered Throughout The United States
- A Standard Definition Of The Types Of High-level Entities (Data Objects) Required To Support Their Missions Was Not Uniformly Available From All Legacy Agencies
- DHS Initiatives (Office Of Management And Budget [OMB] Exhibit 300s) Have Significant Overlap
- Real-time Operational Status And Readiness Availability Is An Imperative Not Addressed At The Enterprise Level

### ► **Sample Set Of Legislatively Required Project Dates:**

- Enhanced Border Security And Visa Entry Reform Act Of 2002 Require Certain Components To Be Enabled In Order To Support U.S. Visit



## Step 2: Identify Business Priorities

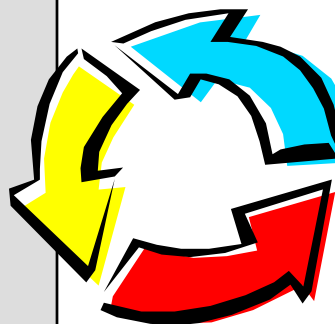


Priorities Derived From:

- Legislation/Acts
- SMEs
- DHS Initiatives

### Eight High-level Priorities :

- Secure Borders And Transportation System
- Secure Ports And Ensure Safety In Waterways
- Improve Immigration Services
- Strengthen All Other Missions
- Improve Information Analysis And Infrastructure
- Prepare And Respond To National Emergencies
- Advance And Harness Science And Technology
- Protect National Leaders And Suppress Counterfeiting



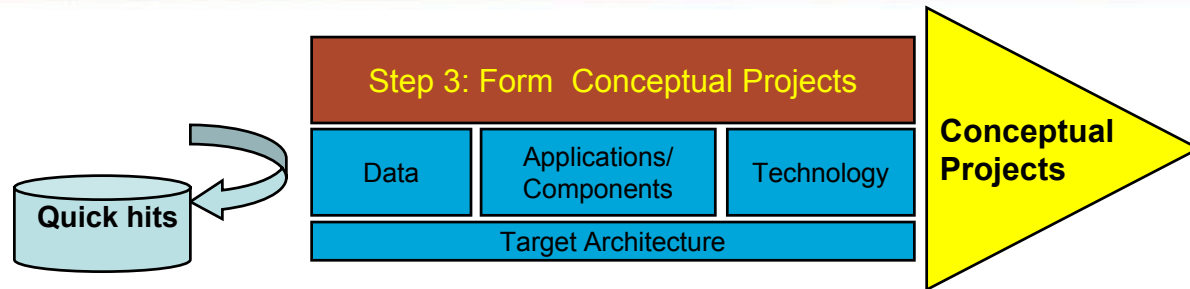
### Themes:

- Information Sharing
- Creation Of Smart Borders
- Information Analysis
- Infrastructure

### Focus Areas:

- Intelligence Information
- Targeting
- Enterprise Solutions
- Identity Credentialing
- Readiness And Recovery
- Infrastructure
- Information Security

## Step 3: Develop Conceptual Projects



### ► Identify The Target Business Activities

- Based On Target Business Model
- Many Business Activities Support One Conceptual Project
- Business Activities Do Not Map Directly To More Than One Conceptual Project

### ► Align Business Activities To Priorities

### ► Identify Conceptual (Logical) Groupings Of Business Activities That Align To Priorities

### ► Conceptual Projects Represent Logical Groupings Of Business Activities (Project Focused On Deliver Capabilities)

- Business Activities Enable Target Components And Applications
- One Conceptual Project Can Enable Many Components And Applications
- Some Conceptual Projects Consume Applications And Components Enabled by Other Conceptual Projects

# Step 3: Develop Conceptual Projects

## Disseminate Information

DTG08B-03-AFLC038-001-0011  
September 15, 2003

### Goal:

To communicate accurate information in the form of warnings, alerts, and publications to the right groups at the right time

Conceptual Project	Business activities supported	Benefits	Applications/Components
Warnings and Alerts Communications Management	Communicate Warnings and Alerts	<ul style="list-style-type: none"> <li>Early situational awareness, preparation, and alertness.</li> <li>Provide the ability for the public to provide intelligence.</li> <li>Common instructions for unified responses.</li> </ul>	<ul style="list-style-type: none"> <li>Public Relations Management Application</li> <li>Alert Management Component</li> </ul>
Outreach Content Management	Communicate with the Public	<ul style="list-style-type: none"> <li>Nationwide public awareness/ preparedness</li> <li>Knowledge of how to act/what to do during an emergency situation; thus fewer injuries and/or lives lost</li> </ul>	<ul style="list-style-type: none"> <li>Outreach Management Component</li> </ul>
Quick hit	State, Local, Industry Information Needs Survey	<ul style="list-style-type: none"> <li>Ability to determine the needs of private and public organizations for information related to homeland security</li> <li>Measure progress in improving information sharing at all levels of government</li> </ul>	

- ▶ Conceptual Projects Deliver Capabilities That Improve DHS Ability to Perform Value Chain (Mission) Activities
- ▶ Conceptual Projects Have Overall Goals (Purpose For The Projects)
- ▶ Conceptual Projects Support Business Activities And Have Desired Benefits
- ▶ Conceptual Projects Have Detailed Sub-projects That Are Required To Deliver The Capabilities
- ▶ Full Set Of Conceptual Projects And Their Details Are Contained In The Supplemental Materials

## Disseminate Information (continued ...)

DTG08B-03-AFLC038-001-0011  
September 16, 2003

Conceptual project	Sub-project	Phase to start	Type of project
All	Gap Analysis - "As Is"/300 to Target	Rationalize	Architectural Benefit (common)
Outreach Content Management	Identify, integrate, and implement common business rules for Content Management	Rationalize	Modeling
All	Identify and train personnel	Stabilize	Change Management
Manage Warnings/Alerts Communications	Establish standard emergency protocols with state and local governments	Stabilize	Modeling
Manage Warnings/Alerts Communications	Alerts Management Component	Stabilize	Enterprise technology
Outreach Content Management	Public Relations Management Application	Stabilize	Enterprise technology
All	Integrate with Risk Management Framework	Stabilize	Architectural Benefit (common)
All	Integrate with Investigations Management Application	Stabilize	Architectural Benefit (common)
All	Integrate with Incident Response Management Application	Stabilize	Architectural Benefit (common)



## Step 3: Develop Conceptual Projects



### ► Sub-projects Are Focused On:

- Modeling (Process) Activities: These Sub-projects Typically Seek To Improve Business Rules, Evaluate Current Capabilities Against Future Requirements, Evaluate Current And Near-term 300 Requests, And Help To Improve Standards And Procedures.
- Change Management (People) Activities: These Sub-projects Seek To Improve Organizational Collaboration And Cooperation. Some Of These Projects May Result In Organizational Changes, Some In New Training Programs, And Some In Improved Procedures.
- Enterprise Technology Solutions: These Sub-projects Implement Components And Applications Required To Support The Business Activities. These Solutions Are Sequenced As Part Of The Sequence Strategy.

***Note: Each conceptual project contains a sub-project called As-Is/Target Gap analysis. This sub-project identifies target requirements and determines the gap between current capabilities and target requirements.***



## Step 3: Develop Conceptual Project



### ► **Conceptual Projects Map To:**

- Priorities
- 300s
- Issues Found In The As-is Analysis
- Target Architecture Requirements

### ► **The Mappings Help To:**

- Create And Define Conceptual Projects
- Ensure Priorities Are Addressed
- Sequence



# Conceptual Projects Map to Priorities

Conceptual Projects to Priorities Mapping		Conceptual Projects							
		Identify Threats to and Vulnerabilities of the Homeland	Facilitate the Flow of People and Goods	Prevent Incidents	Disseminate Information	Prepare, Respond, and Recover from Incidents	Develop Plans and Performance Measures	Manage Knowledge and Intelligence Information	Perform Research and Development
		Threat Identification and Management	Port of Entry/Exit Management Trade Benefits and Revenue Management Immigration Benefits and Revenue Management	Law Enforcement Waterway Management Warnings and Alerts Communications Management Outreach Content Management		Incident Response Management	Plan Development Protocol Standardization Performance Measurement Planning and Protocol Standardization	Collaboration Management Data Vocabulary Standardization	Research and Development Management
Priorities	Priority #1 Improve Information Analysis and Infrastructure Protection	•		•	•			•	•
	Priority #2 Secure the Nation's Borders and Transportation System	•	•	•	•				
	Priority #3 Secure the Nation's Ports and Ensure Safety in Waterways	•	•	•	•	•			
	Priority #4 Prepare for and Respond to National Emergencies				•	•			
	Priority #5 Improvement of Immigration Services		•						
	Priority #6 Advance and Harness Science and Technology								•
	Priority #7 Protection of our Nation's Leaders and the Suppression of Counterfeiting			•	•				
	Priority #8 Strengthen all other Essential Missions		•	•			•	•	
	Theme #1 Smart border	•	•	•	•		•	•	
	Theme #2 Information Sharing	•	•	•	•		•	•	

- ▶ Conceptual Projects Support Multiple HLS Priorities, Themes, And Focus Areas
- ▶ Refer To Supplemental Materials For Detailed Alignment Of Conceptual Projects To Priorities, Themes, And Focus Areas

# Conceptual Projects Map to Multiple 300s

Conceptual Projects to 300s Mapping	Conceptual Projects									
	Identify Threats to and Vulnerabilities of the Homeland	Facilitate the Flow of People and Goods	Prevent Incidents	Disseminate Information	Prepare, Respond, and Recover from Incidents	Develop Plans and Performance Measures	Manage Knowledge and Intelligence Information	Perform Research and Development	Develop Policy	
	Identify and Management	Port of Entry/Exit Management	Law Enforcement	Border Management	Incident Response Management	Plan Development	Collaboration Management	Research and Development	Policy and Security Management	
Targeting (Integrated Targeting Analysis) (BCBP_IntegratedTargetingAnalCombined)	•									
1. CAPPS II	•	•			•					
2. Entry/Exit/SEERS (US VISIT)	•	•				•	•		•	
Global Enrollment System (BCBP_GES)	•			•						
3. SEVIS (BICE_SEVIS)	•			•						
4. Automated Targeting System (ATS) (BCBP_ATS)	•	•								
5. Watch List	•	•				•				
Integr Maritime Information (TSA_IMIS)	•					•				
Identity Credentialing (Combined Credentialing Investment - CCI) (MD_CombinedCredentialingInvest)										
Integrated Card Production System (BOS_ICPS)			•							
Fingerprint Processing System (BICE_FPS)		•								
Identity and Address Management (BICE_IAM)		•	•							
1. ENFORCE (BICE_Enforce)	•	•	•		•					
2. IDENT (BICE_IDENT)	•	•								
3. TWC		•								
4. PKI & Smartcard										

- ▶ 300s Mapped To Conceptual Projects May Identify Existing Capabilities That Can Be Re-used Through Integration Technologies To Satisfy Target Architecture Requirements
- ▶ The Gap Analysis Projects (Within Each Conceptual Project) Will Determine The Extent To Which Current 300s Can Be Used
- ▶ Refer To Supplemental Materials For Detailed Mapping Of Conceptual Projects To 300s



- ▶ **Each Conceptual Project Should Address Issues Found Within The As-is Analysis**
- ▶ **Refer To Supplemental Materials For A Detailed Listing Of Conceptual Projects To Issues Found In The As-is**

# Conceptual Projects Map to Target Architecture Components and Applications

- ▶ Each Conceptual Project Can Enable More Than One Target Architecture Component Or Application
- ▶ Some Conceptual Projects May Not Enable Components Or Applications, But Will Consume Them
- ▶ Refer To Supplemental Materials For Detailed List Of Conceptual Projects To Target Architecture Applications And Components

Conceptual Projects to Application/ Component Mapping (where each is developed)		Conceptual Projects																					
		Utility/Tier 1 and Vulnerability of the Network	Enabling the Flow of People and Goods	Personal Networks	Domestic Information	Foreign, Regional, and Cross-border Networks	Develop/Plan and Performance Measures	Human Knowledge and Intelligence Information	Performance Research and Development	Develop Policy	Manage Human Resources	Manage Technology	Manage Grants, Programs, and Operations	Manage Legal Initiatives									
	Applications	Threat Identification and Management	Port of Entry/Exit Management	Border Security and Revenue Management	Immigration Benefits and Revenue Management	Law Enforcement Management	Swatting Management	Warrant and Alerts Communications Management	Outreach Content Management	Incident Response Management	Plan Development Process Standardization	Performance Monitoring Process Standardization	Collaboration Management	Data Vocabulary Standardization	Research and Development Management	Policy and Homeland Security Standards Management	Human Resources Management	Employee Training Management	IT Information Sharing Technology Infrastructure Consolidation	Electronic Governance	DHS Grants Management Common 2	Security and Privacy Requirements Development	Legal Service Management
APP025	Command and Control Center																						
APP021	Communications Management																						
APP015	Contract and Acquisition Management																						
APP002	Detainee Management																						
APP020	Financial Management																						
APP003	Geographic Information System																						
APP007	Grants Management																						
APP001	Homeland Security Collaboration Zone																						
APP004	Immigration Request Management																						
APP005	Incident Response Management																						
APP006	Intelligence Analysis Toolset																						
APP008	International Trade Management																						
APP010	Investigation Management																						
APP022	Legal Activities Management																						



## Step 4: Sequence and Benefits



### ► Once The Conceptual Projects Are:

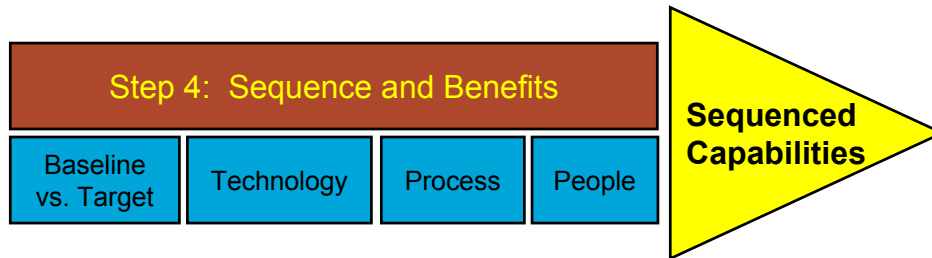
- Identified And Described
- Mapped To Priorities
- Mapped To Mandates
- Mapped To 300s
- Mapped To As-is Issues

### ► They Are Then Ready To Be Sequenced By:

- Legislatively Required Project Dates
- Priorities
- Enabled Components And Applications



## Step 4: Sequence and Benefits



- ▶ **Target Architecture Is Based On The “Implement Once – Re-Use Many” Principle**
- ▶ **To Deliver Capabilities, Applications Consume Components, And Some Components Consume Other Components**
- ▶ **If An Application Or One Its Components Falls Within The Requirements Of A Mandate, Then The Components Required To Meet The Mandate Can Be Enabled Through Multiple Conceptual Projects Within The Timeframe Required By The Mandate**

## Step 4: Sequence and Benefits



### ► **Phased Implementation Of Applications And Components:**

1. Rationalize (6 Months): Determine The Correlation Between Current IT Assets And The Target Architecture. Identify Redundancies And Gaps Between Current Projects
2. Stabilize (1 -2 Years): Eliminate Selected Redundancies And Unify Infrastructure
3. Optimize (Deliver New Capabilities) (2 Years +): Implement Incremental Improvements To Build Portions Of The Target Architecture. Implement Major New Capabilities In Accordance With The Target Architecture

### ► **Placement Within Phases (Sequence) Determined By:**

- Legislated Project Dates (Mandates)
- Priorities
- Dependencies (I.E., The Capability To Manage Cases Is Enabled Through One Conceptual Project But Consumed By Others)

### ► **Final Result Is The Transition Strategy Sequence Diagram Included Within The Supplemental Materials**

